

23 JUL 1970

(Report #40)

MEMORANDUM FOR: Executive Director-Comptroller

Colonel White:

I circulated your memorandum of 23 June 1970 on the subject of job-related attitudes and opinions to the Support Directorate Office Heads and asked them to report to me what each was doing to effect improvement in this field. I wanted each Office Head to be aware of what the others were doing so we could share the experiences and ideas of others.

At my staff meeting on 21 July 1970 each Office Head reported on his Office activities. You may be interested in what was reported, and I am summarizing below a brief of the reports.

a. Personnel - Mr. Wattles called in a cross section group of 30 young employees of the Office of Personnel. He gave them a brief five minute charge that they were unstructured and could come up with anything they wanted to for improvement in management by the Office of Personnel. They have since selected a chairman and broken themselves into five task forces. It is too early to know what they will come up with.

b. Medical Services - Dr. Tietjen does use young people on his career assignment panels and, being a small Office, there appears to be no problem with communication. However, he does feel that taking Agency personnel as a whole there are things that can be done. There are considerable fancies about the Agency, and many new employees come in with uninformed expectations. He feels that, if there were a study of attitudes of new employees at the time of appointment, there would be a better basis for judging their attitudes five or ten years later to determine if they are the same attitudes or have there been internal influences which have changed them.

c. Security - The Office of Security has a Junior Officer Planning Group which meets twice a month. This Group reviewed your memorandum and does not feel that these problems are prevalent in the Office of Security. Mr. Osborn is planning on setting up a similar group for clericals (non-professionals).

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d. Training - [redacted] does not feel that the Civil Service Commission questionnaire is really appropriate to this Agency and that there has been a general overemphasis on communications as a catchword/jargon to identify all ills. He feels that all new appointees must receive an introductory course to understand the Agency and their role in it. He feels that some of our problems are related to size and function; i. e., we have necessarily built some clerical aspects into some professional jobs, primarily at the small Stations, and these are developed at headquarters positions in preparation for field assignments.

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e. Finance [redacted] feels strongly that his policy is to treat individuals as individuals and not merely as numbers in the system. Finance uses a Headquarters Reassignment Questionnaire so that each employee can express his assignment wishes. He has junior officers attend his staff meetings and has them make presentations at conferences. The Office of Finance has conducted an extensive orientation program for all Finance personnel which has been extremely well received.

f. Logistics - The Office of Logistics gets an annual Headquarters Reassignment Questionnaire from all employees. They have an in-house orientation program which emphasizes the supply function together with tours of facilities. They include junior officers as observers and recorders on career and training panels. They conduct a Logistics Trends and Highlights course and bring into it individuals located outside their immediate headquarters.

g. Communications - A new Communications employee spends several weeks in training during which time he learns a lot about the Office of Communications and is oriented to the Agency mission. Communications employees serve many overseas tours and know that they are a part of the foreign affairs nerve center. The Office of Communications gives their clerical personnel tours of their facilities so they feel more a part of the overall mission. Future communications will require more and more engineering, and more and more engineers are getting management training.

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[redacted] /s/ R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

cc: Inspector General  
[redacted]

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